

ENVIRONMENTAL CLEANUP

RESPONSIBLE PROGRAM MANAGER

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DESCRIPTION OF PROBLEM

One of the Department's most ambitious and far-ranging missions is dealing with the environmental legacy of the Cold War. As a result of this era, the Department continues to address significant long-term environmental restoration and waste management challenges at its facilities. Even though these issues resulted from activities conducted in a different atmosphere and under less stringent standards than today, the Department is committed to maintaining our compliance with current Federal and state laws and agreements. The Department manages some of the most technically challenging and complex work of any environmental program in the world. Due to the complexity and size of the challenge, constant management attention must be given to a process of continually evaluating and correcting the impacts of past operational practices and characterizing and minimizing possible impacts of present and future activities.

PRIOR YEAR ACCOMPLISHMENTS

Many of the Department's compliance agreements with states were originally negotiated when the production of nuclear weapons was a key mission and the availability of environmental management data to make informed decisions was minimal. Consequently, the deadlines and expectations of the original agreements were not realistic and required renegotiations. Progress continues to be made to ensure that facilities are in compliance with environmental regulations and that they remain in compliance while the restoration and waste management efforts continue to progress to completion. To address these environmental problems, the Department has made substantial progress over the past decade in cleaning up the nuclear weapons complex. By the end of FY 2003, the Department completed cleanup of 77 of the 114 contaminated geographic sites for which it has responsibility.

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	Projected Completion Date			
PLANNED CRITICAL MILESTONES	Previously Reported Date	Current Planned/ Actual Date	Responsible Office	Responsible Individual
Implement resource-loaded project baselines.	9/2003	FY 2004	EM	Jessie Roberson

PROGRESS STATUS

The Department has been implementing a site closure initiative to improve program management and accelerate risk reduction and cleanup completions. During FY 2002, the Department conducted a Top-to-Bottom Review (Review) of all aspects of the Environmental Management program and identified opportunities for achieving more and faster cleanup for the funds invested, supporting efforts to comply with regulatory agreements, and maximizing value received for the resources expended. As a result of the Review, the Department developed an aggressive plan of action to change its cleanup mission approach and future milestones. The high-level waste program strategy for the Savannah River site, the Idaho National Engineering and Environmental Laboratory, and the Hanford site assumes that the Department has the authority to manage and dispose of different tank wastes according to the risks they present. A recent Idaho District Court decision has cast serious doubt and uncertainty on the Department's ability to implement this strategy. The Department has submitted a legislative proposal to Congress to allow DOE, in consultation with the Nuclear Regulatory Commission, to address management and disposal of high-level waste safely and cost effectively. This legislation would resolve the confusion and uncertainty created by the recent District Court decision and allow the Department to move forward with its plans for accelerating the high-level waste program.

The Department is now focusing to reduce risk to public health, workers, and the environment on an accelerated basis and at substantially reduced life-cycle costs. An example of focusing the Environmental Management program on mission-related closure activities is the creation in Fiscal Year 2004 of the Office of Legacy Management within the Department, which encompasses EM's long-term stewardship program. While important to overall Departmental operations, long-term stewardship is not part of EM's core accelerated risk reduction and closure mission. Based on this approach, the Department is defining risk reduction cleanup strategies on a site-by-site basis that have been developed into Letters of Intent and Performance Management Plans. The Performance Management Plans were implemented in FY 2003. These plans rely on other ongoing efforts (for example schedule integration) within the Department for the permanent disposition of the waste to be removed from the cleanup sites. Based on these plans

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and other acceleration initiatives, site resource-loaded baselines are being developed and validated. It is EM's goal in Fiscal Year 2004 to complete the process of establishing approved resource-loaded baselines at each site. Once approved, earned value cost and schedule information can be developed as a means to monitor annual cost and schedule performance at each site for mission-related activities.

In addition, the Department has established a hierarchical performance measurement system that delineates programmatic strategic performance goals from the Departmental level to the contractors performing the work. The process has been modified as a result of the Top-to-Bottom Review conducted of the Environmental Management program. The Department has developed and implemented new corporate performance measures that are aligned with the approach of accelerated cleanup and risk reduction. The Department's goal in developing new performance measures was to provide measures that clearly capture, at any point in time, the overall progress towards completion of the end-point objective of site cleanup. The Department's performance measures reflect overall program performance and monitor overall progress towards the goal of reducing risk and accelerating cleanup while reducing life-cycle costs.

PROPOSED CLOSURE DATE

The Department has targeted FY 2004 for completion of the activities necessary to complete this phase of the new cleanup strategy and will reexamine this corrective action plan at that time.